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INDIANS AT + WORK



APRIL 1, 1937

A NEWS SHEET FOR INDIANS
AND THE INDIAN SERVICE

• OFFICE • OF • INDIAN • AFFAIRS •
WASHINGTON, D. C.





I N D I A N S A T W O R K

CONTENTS OF THE ISSUE OF APRIL 1, 1937

Volume IV

Number 16

Page

Editorial	John Collier	1
The Cover Design		6
Principles Of Cooperation	James E. Curry	8
Chippewa Indians Undertake Cooperation ...	S. N. McKinsey	12
Some Essentials Of Cooperation	A. L. Walker	15
Field Visitors At Washington, D. C.....		19
Live Stock Associations Have Been Out- Standing Among Indian Cooperative Ventures		21
CCC To Celebrate Fourth Anniversary		21
The Potawatomi Harvesting Association	Martin D. Cheadle	22
Reading Trail Signs At Grand Portage	Charles J. Evans	25
Irrigation For Community Garden Tracts ...	Ralph S. Bristol	26
Indian Arts and Crafts Cooperative Com- pletes Successful Year		30
The Indians Were Right.....		33
Why I Entered The Indian Service		34
Careless Drivers May Be Sent To Coventry In Special Car		36
Cooperation: A Growing Form Of American Economic Enterprize	Jacob Baker	37
Cooperation In A Czechoslovak Village		39
Swinomish Indians Rebuild Fish Traps		42
Some Hazards of Cooperatives	William L. Paul	43
Is There A Need For A Cooperative Credit Union In Your Community?		44
The Eskimo Store At Gambell	Nathan L. Smith	45
Women's Group Activities - Potential Cooperatives	Henrietta K. Burton	47
Reference Material For Study Clubs and Cooperative Associations		48
From I.E.C.W. Reports		49



Indian Seeding After Plowing - Pima Indian Reservation, Arizona



· INDIANS · AT · WORK ·

A News Sheet for Indians
and the Indian Service

· VOLUME IV · · APRIL 1, 1937 · · NUMBER 16 ·

DR. WILLIAM A. WHITE, SUPERINTENDENT OF

ST. ELIZABETHS HOSPITAL, DIES

Through Dr. William A. White's premature death, March 7, at sixty-seven years, from pneumonia, the Interior Department has lost its most eminent professional worker - possibly its most eminent since the beginning of its history.

When the unspeakable Canton Asylum for insane Indians was abandoned, three years ago, the action was taken largely upon information supplied by Dr. White's medical director and it was to St. Elizabeths that the Indians were transferred. They were only one per cent of the vast patient population of St. Elizabeths: but by Dr. White and his staff they were accepted as being just as important as if they had numbered a thousand.

Dr. White had gained international recognition as a student and healer of mental diseases before he came to St. Elizabeths

in 1903. In thirty-four years he built up and developed St. Elizabeths into perhaps the world's most adequate institution for mental disease. Dr. White's range of application was immense and he was able to flash up and down the whole range with instantaneous efficiency. He was an exploring scientist and the industrious housekeeper of an establishment of nearly 8,000 persons. He worked in public movements as well, and his aporeciations were wide-embracing.

I recall my last time with him - alas, it was nearly a year ago. He discussed an individual case, one of five thousand at St. Elizabeths. He discussed the many-sided problem of peyote (a drug, a religious cult and a social institution), and what rôle St. Elizabeths might play in a renewed peyote study - pharmacological, physiological, psychological, anthropological. With enthusiasm, not for the first time, he insisted that I look at the new Public Works buildings toward which he had been planning for many years. He escorted me through the dairy buildings and recited the economics of milk production at St. Elizabeths. He took me to gaze long across the misty Potomac from a spot that he loved and we went among the patients who by hundreds were roaming through the spacious grounds and were playing outdoor games. And I remembered that it was an anniversary significant in my own life and told him about it: how in Washington, thirty years ago that day, I had met, through a strange assignation, with one who had needed his help but

had been destined not to receive it and I had endeavored to tell this friend (thirty years before) of Dr. White's work which incorporated the principles of Freud with those of William James.

On the very day before he died, not knowing of his illness, I was seeking Dr. White's cooperation in a research and service problem affecting the Indians and Spanish-Americans of the Southwest. St. Elizabeths is giving the needed cooperation.

What single thought, among many, might be drawn from Dr. White's work and his personality? It would be the thought of patience and of enduring courage. Goals, when significant at all, nearly always are remote goals. His goal - the full release of the human endowment, the organization of human faculty toward happiness and greatness - was the most remote of all. Discovery, cumulative across centuries or thousands of years; reversal of biological trends incidental both to peace and to war in the society of today; perhaps, too, slow changes, experimentally pursued, in the biological basis of human nature; and improvements in social organization slow, problematical and worldwide: all these are necessary if the sorrow of the all but countless population of the insane and the psychoneurotic is to be changed into joy, and into leadership in the work of the Race. Dr. White knew, as well as Virgil did, the "sadness at the doubtful doom of humankind." But therefore not the less but the more, he worked. Immediate application - sustained, kindly, strenuous - was the law of his life. Far

is the goal, unsure is the victory, but nothing avails toward the remote and supreme end except work.

Such a life as Dr. White's vivifies this thought for us all. And we all need the thought - peculiarly so in the years which are now upon us. Years in which pain grows more as awareness grows more - years of the dark and uncertain phase of the world's striving.

* * * * *

From this life-record of an administrator who did not cease to be an exploring scientist, one suggestion among many to Indian Service might be drawn.

To direct economically, efficiently, an institution with 5,000 inmates means handling a flow of detail ceaseless and countless. First things come first; and the management and the quantitative development of St. Elizabeths was Dr. White's first task.

Among the mental cases were the paretics. Paresis, in its turn, is an end-phase of syphilis - syphilis in its third stage when it has attacked the central nervous system. For countless centuries, paresis has afflicted its thousands and has brought total insanity and death.

Some years ago, at St. Elizabeths, experiments were tried which consisted in the infection of paretic patients with malaria, thus inducing intense and recurrent fever. With the clinical details we are not concerned. Enough, that malarial infection cured

third-stage syphilis and actually brought the recovery of paretics.

This single achievement in experimental medicine bulks larger in human accomplishment than the perfect static operation of a great institution, or even a great state, would do if continued for many lifetimes.

Indian Service, viewed as an institution, equals a dozen St. Elizabeths. For headquarters and for every jurisdiction, as for St. Elizabeths, the "flow of detail ceaseless and countless" must be taken care of, or all else fails; first things come first.

But just as truly as St. Elizabeths, and in an even more many-sided way, Indian Service presents the opportunity for making new discoveries - the opportunity for clinical experimentation in a large number of branches of social science. Most of all, the science of human management.

This issue of "Indians At Work" deals largely with co-operation. The small experiment, slowly carried to success, at Rochdale, England, ninety years ago (Rochdale Cooperative) brought more of gain to human society than the efficient or inefficient administration of all the governments, all the businesses of Europe, in the same years. This statement is true even in retrospect over the brief span of time since Rochdale; but in prospect (remembering that cooperation is a new social, political, economic and human-relations institution, world-wide in availability and all-embracing in possible effects) it can be said that the forty-three Rochdale spinners changed the direction of history - they achieved a method

of human advancement into a domain never entered before. This illustration drawn from the cooperative movement is an example merely.

Indian Service, with such fatal ease, can lose itself in quantitative operations, in the effort to make some showing "all over the map" of Indian need, in the execution on the mandates of law, and in the mere faithful doing of routines. Let us think of Dr. White, and of the thing he represented - administration and exploration, one and inseparable. Then let us remember what our greatest opportunity is.

JOHN COLLIER

Commissioner of Indian Affairs

* * * * *

THE COVER DESIGN

For the cover design of this issue we have used, through the courtesy of the Cooperative League of America, the Cooperative emblem. Dr. James Peter Warbasse, President of the League, gives the emblem's interpretation.

"The pine tree is the ancient symbol of endurance, fecundity and immortality. These are the qualities that we see in Cooperation. In the old Egyptian, Persian and Indian mythology, the pine tree and its symbol the pine cone are found typifying life and the perpetuation of life. The hardy pine symbolizes the enduring quality of Cooperation. More than one pine tree is used to represent the mutual cooperation necessary. The trunks of the pine trees are continued into the roots which form a circle. The circle is another ancient symbol of eternal life. It typifies that which has no end. The circle in this emblem represents also the world, the all-embracing cosmos, of which Cooperation is a part and which depends for its existence upon Cooperation.

"The color of the two pine trees and the circle is dark green; this is the color of chlorophyll which is the life principle in nature. The background within the circle is golden yellow, typifying the sun, the giver of light and life."

GIANT TREES IN NORTHWESTERN CALIFORNIA



PRINCIPLES OF COOPERATION

By James E. Curry, Attorney

Credit Section - Extension Division - Indian Service

Indian cooperatives may be chartered in Oklahoma by the Secretary of the Interior, by tribes when organized or by the state. Elsewhere they may be chartered by organized tribes or by states or they may operate as unincorporated associations.

The general meaning of "cooperation" has been so confused with its specific meaning that it has often been used to denote any system or enterprise in which people work together instead of competing. The kind of cooperation which through long usage is entitled to the use of the capital C is not a general idea but a specific scheme of operation.

A cooperative is organized by a group of people to serve their own needs. Its membership is open to all who can make use of its services. It is democratically managed by its patron-members. It does not divide profits in proportion to investment as most corporate businesses do, but returns its excess earnings, if any, to its patrons in proportion to their patronage. The following are a few simple examples.

A Consumers' Cooperative Club. Ten families collect \$100. (Each puts in ten dollars or each puts in five and they borrow fifty.) One of the members acts as manager. They buy canned goods and other groceries from a wholesale house for cash. The goods are kept in the manager's home or some other convenient place and sold to the other members as they need them at regular grocery store prices. Each month, after paying expenses, setting aside a fund for operations and making a payment on their loan, if any, they figure what they have made and divide it in proportion to the amount each has bought.

An Onion Marketing Cooperative. Ten Indians find that they can get better prices for the onions they raise by shipping them to the city instead of selling to local buyers. But none of them has enough to make up a large shipment. So they get together all of their onions, obtain the use of a truck and appoint one member to drive the truck and arrange for selling the onions. He is paid for his work, the other costs are deducted and the balance is paid to the members in proportion to the amount and grade of onions each one delivers.

A Stove Wood Producers' Cooperative. Ten Indians are spending a part of their time cutting and selling stove wood. One of them is better at dealing with customers than the rest, so he is made salesman. Each contributes his part of the cost and they buy a power saw. They do the work together

under a foreman who is also elected from the group. Under this new arrangement, they are able to cut and sell much more stove wood than they did before. After payment of expenses, they divide the money taken in in proportion to the number of hours of work each has put in, including the salesman and the foreman.

The following are generally accepted as basic principles of cooperation. They should be viewed as general and adaptable rules, not as ironclad dogmas.

1. Universality. Membership in cooperatives should not be arbitrarily limited. Anyone who can benefit himself by using the facilities of the cooperative should be admitted to membership unless his purpose in joining is to harm the organization. The business set-up of cooperatives makes open membership advantageous. Since the members are patrons, the more members there are taken in, the more business there will be.

Membership in Indian cooperatives which borrow from the credit fund is necessarily limited to Indians because of the terms of the appropriation acts.

The principle of universality does not imply that cooperatives must be self-sufficient communities nor that cooperation must extend to every phase of a cooperator's life. Cooperators need not set themselves off in self-sufficient colonies but may merely apply a different technique to certain phases of our present commercial civilization, to the satisfaction of certain specific needs. The most successful cooperatives are those which begin with the handling of those commodities and services most easily supplied.

2. Democracy. Cooperatives follow the principle of singular manhood suffrage which Americans use in political affairs. Votes are assigned, not one to each share of stock, but one to each member. To Indians or other working men not used to the plural voting system of modern corporations this would seem the fairest and most democratic system of sharing control. Singular voting is justified too by the fact that cooperatives are organized for service and not for profit. They are organizations not of capital but of people.

Other elements of cooperative organization which foster democratic control are frequent membership meetings and reports and the prohibition of proxy voting.

3. Equity. The founders of cooperation believed that the customers of any business are the main factors in its success. They believed that any excess earnings are in the nature of overcharges and in fairness should be returned to patrons in proportion to their patronage. But to be fair to capital too, they fixed the return to be paid to members who contributed it at not more than the usual

interest rate paid in the neighborhood. The principle of equity extends to employees in the form of fair wages and working conditions.

4. Economy. Since cooperatives are not dreams but businesses, business principles apply to them. They apply more forcibly because the members of cooperatives are usually people not skilled in commercial practice. So cooperatives generally do not extend credit to their patrons, thus avoiding the losses attached to credit business. They borrow only when necessary and repay quickly, saving interest. They pay cash for the purchases of the cooperative, obtaining discounts. They maintain a careful and complete system of bookkeeping and auditing. They set aside ample reserves for expansion and for depreciation.

5. Publicity. In a private business, the patron has no right to demand access to business secrets or private business affairs. In a cooperative each patron, since he has a share in the enterprise, is entitled to full information about its operation. It is only when each member has a fair understanding of the business that he can exercise his share of democratic control intelligently.

6. Unity. Members of cooperatives are united with one another by their common economic interest in the affairs and property of the organization. This unity is fostered by tolerance for one another, fairness at meetings and by education of members toward working together. This economic unity, when coupled with open membership, brings a new spirit of unity to any community where cooperation flourishes.

Cooperatives are united with one another by the practice of not competing with one another. Where trade territories of cooperatives overlap, they tend to federate and avoid the losses of competition.

7. Liberty. Members of cooperatives join them because they choose to and are not forced in. They can enter or withdraw at pleasure. Some cooperatives have marketing agreements, but usually the members can trade with the organization or not, as they please. Cooperation needs no false enthusiasm nor devotion to keep it from failure. It stands or falls on its ability to serve the community in which it exists and to serve its members better and more economically than other agencies do.

The same principle of liberty applies to the cooperative as a whole. It should not be controlled by outsiders. Since the principal quality of such groups is that they are run by the people they serve, those people should learn by experience and as far as possible, have the responsibility for management of their own affairs.

VIEWS FROM SHOSHONE AGENCY IN WYOMING



Dining Room



Employees' Houses

CHIPPEWA INDIANS UNDERTAKE COOPERATION

By S. N. McKinsey, Credit Agent



One-Pound Package Of
Chippewa Cooperative
Association Wild Rice

Not long ago, the economy of the Chippewa Indians of Minnesota was that of a woods people. They lived in abundance from products of the woods and streams. Then came the white man to commercialize the woods industry. The Indian secured temporary employment as a woodsman in many capacities. Soon this newborn industry reached its peak. Then it started to decline: soon the Indian found his source of income exhausted. The timber reserves had been dissipated, the wild game killed or driven out, and other natural resources greatly diminished.

The Indians accepted the inevitable and started to adapt their mode of living to meet the new requirements. They recognized the need of making a living from the soil. Most of their old interests had disappeared and in order to survive the Indians had to adopt practices entirely foreign to their past knowledge and interests. This change in economic order provoked new thought, new ideals and a closer harmony of spirit. As an outcome, a new day is dawning for the Chippewa Indians. Out of the medley of thought has come action and with it the formation of the new Chippewa Indian Cooperative Marketing Association.

The purpose of this association is to engage in the production and marketing of Indian products on a cooperative basis. The general business is to obtain the natural and cultivated products of the soil, woods and waters and to market such products cooperatively. The association elected its own Indian officers, appointed

an Indian manager and started the purchasing and marketing of wild rice last fall as its first cooperative effort. Over eighteen thousand pounds of rice were purchased from Indian producers. The price paid for the product exceeded previous prices received for this commodity and helped to make the Indians conscious of a new productive industry. The rice was purchased by Indian buyers, taken to the warehouse where it was cleaned, graded and packed in attrac-

tive containers and is now being marketed at a reasonable profit to the association and its members. Through the cooperative, Indian traditions and customs are being maintained and a new source of revenue developed for the tribe.



Gathering Wild Rice

Wild rice is a product indigenous to this section and the present trend will help improve and perpetuate the industry. The cooperative is developing markets heretofore unknown and eventually will create a larger and more popular demand for this product.

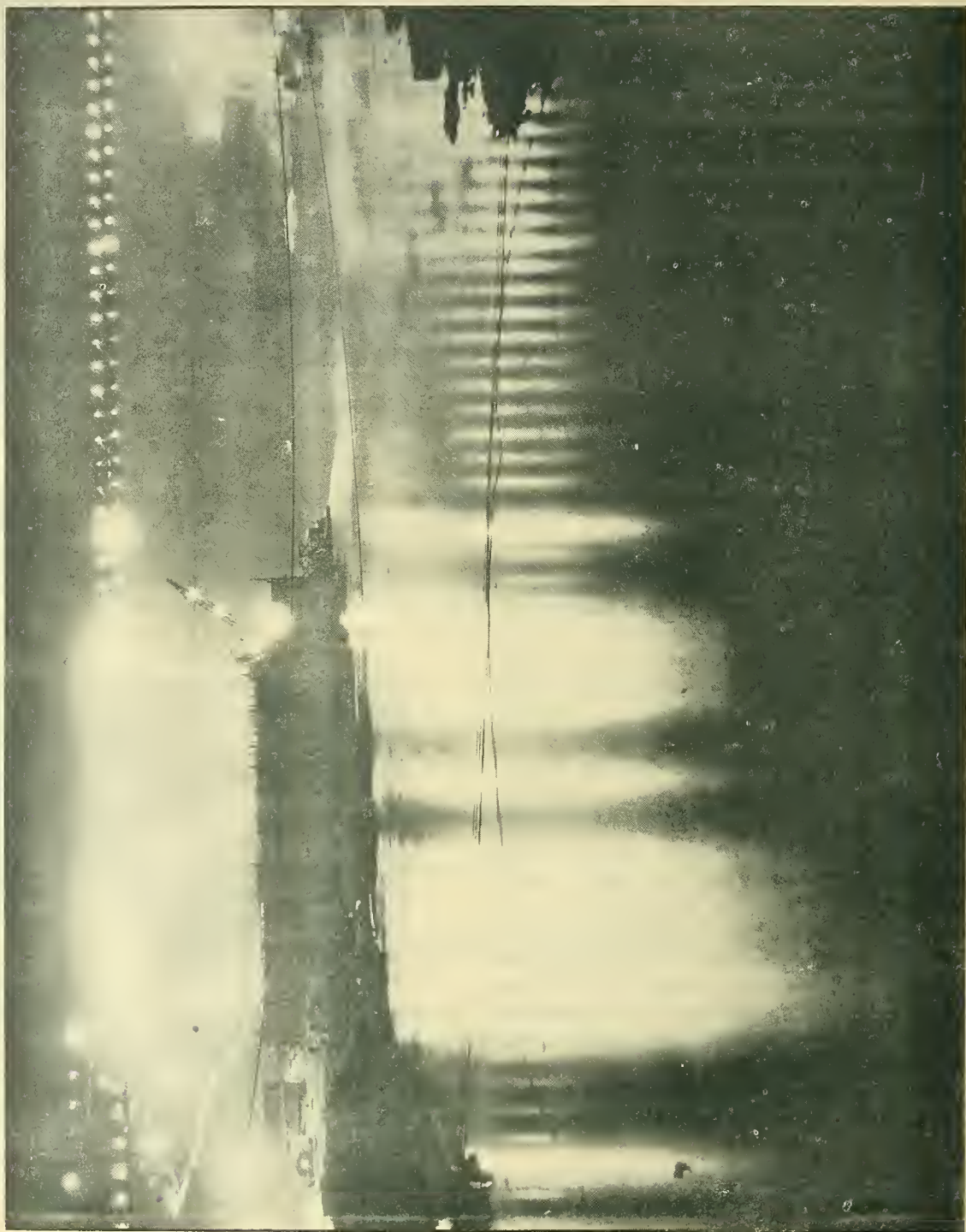
Yet these Indians of the woods have a greater vision than concentrating their efforts on rice alone. They expect to expand their business into the making of maple sugar and syrup from their 100,000 maple trees; into a larger and fuller manufacture of native Indian arts and crafts products to meet the demands of the enlarged tourist trade; into the cooperative marketing of their thousands of skins, hides and furs; and to develop and improve the marketing of wild berries which grow in abundance in the woods of the Lake States.

The Chippewa Indian Cooperative Marketing Association will eventually take over the handling of many Indian products. The Indians are intelligently planning for the future and hope to develop an organization that will merit the whole-hearted support of every Indian in the Chippewa area. The developments, it is hoped, will bring substantial dividends to every member. It is realized that the individual Indians can no longer depend upon their own efforts in the marketing of native products. The turn in the road has been reached. It becomes evident that cooperative endeavor, intelligently directed and applied, can lead the Indians into a future which will pay dividends commensurate with the labor and efforts put forth in gathering and producing products of economic importance. Much is yet to be realized, but the first constructive steps have been taken.



Drying Maple Sugar

NIGHT VIEW OF FOUNDATIONS FOR THE GRAND COULEE DAM ACROSS
THE COLUMBIA RIVER. COLVILLE RESERVATION, WASHINGTON.



SOME ESSENTIALS OF COOPERATION

By A. L. Walker, Credit Agent

Cooperative undertakings are born because a number of persons believe that by acting as a group they can obtain greater benefits than by acting as individuals. Cooperative undertakings grow because of the services rendered members. They continue to develop and exert a beneficent effect only when they perform distinct services and otherwise prove advantageous, not only to members, but to the community as a whole.

A cooperative should be formed only if there is a real need for it, and then only if the prospective members are willing to sacrifice time and effort so that the entire group may benefit.

In the beginning, the group perfecting a cooperative organization needs the assistance of specialists to prepare articles of association and by-laws sufficiently broad to assure satisfactory and continuous operation. Operations must be guided by efficient directors who have the interest of all members at heart. Business details must be directed by a competent business manager. The volume of business transacted will depend upon the interest shown by members and the loyalty with which the association is patronized, regardless of temporary gains which may be realized by patronizing a competing concern. When the association has secured the confidence of members to the extent that they feel that the association's business is their own, the most critical period in the life of the cooperative is over. By keeping the membership fully advised regarding the progress made, explaining the reasons for gains in business and fairly assigning the real causes for temporary losses and setbacks, a cooperative may develop to the point where it becomes a permanent influence in the advancement of its membership and the entire community.

Existence Of A Real Need Essential

The history of the cooperative movement reveals that unless organizations are perfected in response to the sincere demands of an adequate number of people in the community and organized after impartially considering the possibilities of success and failure, they are very apt to fail, throwing an attitude of suspicion around future cooperative proposals of legitimate undertakings. As has been truly said, "The building up of a cooperative system is not a thing that can be accomplished overnight, but must begin with the member or prospective member himself and evolve out of recognized need and an understanding on his part of the problems of organization, management, financing, merchandising and membership relations." 1

1 Cooperative Marketing, Senate Document No. 95, 70th Congress, First Session.

In the study of more than a thousand cooperative associations, the following were given as reasons for failure: 1

Indifferent management	22.4%	Inadequate accounting system...	4.6%
Lack of interest	23.3%	Lack of proper audit	4.1%
Insufficient business	13.1%	Dishonest management	4.0%
Insufficient working capital....	11.3%	Property damaged by fire5%
Insufficient membership	8.9%	Capital stock falling in	
Too liberal credit	7.5%	hands of a few members	1.3%

It will be seen readily that lack of interest, insufficient business and insufficient membership accounted for more than 44 per cent of the failures of cooperatives. This is ample evidence that many associations are organized without a careful appraisal of the existing need for them.

Adequate Organization Structure

When it has been determined that a cooperative may successfully operate and sufficient interest has been evidenced, articles of association should be drafted, setting forth:

The name of the association; the purpose for which it is formed; the principal place of business; the term for which it is to exist; the number of directors; terms of office and addresses; whether or not it is to have capital stock; if so, the number and par value of shares, and the number one member may hold; methods of setting up reserves; distribution of patronage dividends.

Inasmuch as the articles of association are to be submitted to an officer, either State or Federal, in charge of issuing charters, care should be taken that only the essential features of the organization be enumerated, leaving the details of operation methods for the by-laws.

While incorporation of the cooperative is not necessary, it sometimes has many advantages. By incorporation the liability of the members is limited. As a corporation it may sue or be sued, enter into contracts, hold property and exercise other rights. In an unincorporated association a member's risk may not be limited and other disadvantages are evident.

The preparation of by-laws is of utmost importance. Salient points of the working plan should be set forth in detail in the by-laws, including the following:

1 Agricultural Cooperation, January 1, 1924, p. 5.

Purpose of the organization; membership qualifications; method of management; the number and duties of directors; the number and duties of officers; selection of officers and directors; methods of financing; how expenses are to be met; how earnings are to be handled; provisions for establishing reserves and methods of making amendments.

Management

Inefficient management is the greatest single cause contributing to the failure of cooperatives. The responsibility of management does not rest entirely with the business manager, but also with the board of directors. It is the duty of the board of directors to determine the course of action for employees, officers and agents of the association. The position of director should be looked upon as one of responsibility and not simply as one of honor. Each director should make a conscientious effort to attend all meetings of the board and should familiarize himself with the rights, powers and duties bestowed upon him. In conjunction with the other directors he should determine the general policies of the organization commensurate with the best interests of the membership.

While the responsibility of management rests upon the board of directors, careful attention must be given to the selection of a competent business manager to carry out its wishes. The manager should have had some experience in a business similar to that for which the association is formed, and must be tactful, honest and industrious. He must have a knowledge of markets and marketing methods and have the ability and inclination to further the cooperative spirit among the members of the association.

Financial Structure

Like any business venture, a cooperative should make provision for its capital requirements for both operating and permanent purposes. A large amount of capital may not be necessary, but a cooperative should be provided with sufficient funds to care adequately for its requirements. Funds may be necessary for organization purposes, for operating capital and for acquiring facilities. A portion of the money required may be raised by selling stock to members and the balance by negotiating a loan. When members back the organization to the extent of subscribing for stock, they are more likely to take a personal interest in the efficiency of operation of the association and will support it with their patronage.

It is usually possible to determine in advance the probable financial requirements of an association. Knowing the requirements, calculations can be made showing the amount that may be raised from membership subscription and the amount that must be obtained from other sources. While operating

capital may be obtained by borrowing, the members of the association should contribute as much as possible. Borrowing for capital investments should be held to a minimum during the early stages of the development of the organization and it is usually preferable for an association to lease the facilities required until such time as the success of the enterprise is assured.

If a loan is arranged, the members of the cooperative should agree to use one-fourth to one-half of the savings resulting from operation for repayment. The memberships should be contented with the minimum of patronage dividends until adequate reserves are set up. Deductions, which should be made from savings before patronage dividends are declared, provide a reserve for losses which may be encountered and for the redemption of capital stock of retiring members. In no event should the directors be satisfied with a stock reserve fund of less than an amount equal to ten per cent of the paid-in capital.

By regularly setting aside a certain portion of the savings, the association will in a short time ordinarily have sufficient capital to make substantial payment on facilities necessary for its business.

Business Methods And Policies

A commercial enterprise in order to be successful must follow established business methods. A cooperative, therefore, cannot afford to be satisfied with anything but the most complete business records and accounting system. Each and every member of the cooperative expects the same service from the association as he would if he were the sole owner of the business. To comply with his wishes and to satisfy his demands, complete records must be kept. By so doing, the membership can be kept informed on all features of the business and the management will be enabled to discover and stop the leaks and operate more efficiently. Not only should complete records be kept, but the books should be subject to a regular competent audit.

Being too liberal in granting credit to members has resulted in the ruin of a number of cooperatives. Credit should be extended only in cases of extreme need, and only when security is given by the individual granted the privilege of running a credit account. A cooperative doing business on a cash basis can conduct its affairs more efficiently as the question of collection is never an issue and furthermore, when business is done for cash, all members are treated alike and jealousy and misunderstandings are minimized. In all events, the man who gets credit should pay for it. It has been shown that in large cooperative purchasing undertakings, the granting of credit costs the association 14 per cent. ¹

¹ H. E. Babcock, "Elements of Success in Cooperative Purchasing", Journal of Farm Economics, Vol. 13, No. 3, July 1931.

Building on reduced prices in the case of consumers' cooperatives and fixed prices in case of marketing associations, has been the cause of many failures. A cooperative should be satisfied to meet the prices of its competitors in the business field. If there are surplus earnings as a result of operations, patronage dividends may be declared. Patronage dividends to members are comparable with profits to the operator of a business enterprise and seldom will the distribution of dividends cause ill feeling among the cooperative's competitors. If a cooperative starts a price war, however, immediately there will be a tendency for all competing business concerns to array themselves against it.

No Magic Formula For Cooperatives

Finally it should be stated that cooperative associations are subject to the same economic laws as commercial enterprises and cannot evade sound basic principles governing successful business. There is nothing supernatural in the cooperative plan which will assure absolute success; neither is there anything in the plan which will cause a cooperative to fail when private business succeeds. F. W. Peck states the issue plainly when he says, "There is no magic in the cooperative business formula and so far no supermen have appeared who have been able to change the rules of ordinary business procedure. The very acts of organizing, electing a board of directors, choosing a manager and developing the human relations between the manager and his board, his membership and his essential business and trade contacts, offer very real problems requiring the highest type of executive ability." 1

Members of a cooperative association should realize that the business undertaken must be operated scientifically. They must also have a thorough knowledge of production, distribution, consumption and general economic conditions in order to compete intelligently with independent operators if cooperative undertakings are to warrant the place they assume to take in the modern economic structure.

1 The Cooperative Way, Circular A-2 of the Farm Credit Administration.

* * * * *

FIELD VISITORS AT WASHINGTON, D. C.

The Klamath delegates, Dice Crain and Boyd Jackson, have been in the Washington Office during March, working out a budget plan for the use of tribal funds. The plan includes provision for agency support, a per capita payment, care of the aged and infirm, reimbursable loans and a reserve fund.

Among other visitors at the Washington Office during March have been Superintendents Alida C. Bowler of Carson Agency in Nevada, Alambert C. Robinson of Pima Agency in Arizona, and William C. Smith of Sisseton Agency in South Dakota; also Russell M. Kelley of Haskell Institute in Kansas, Chester E. Faris, Field Representative, Mary Stewart, Superintendent of Indian Education in California, and Richard M. Tisinger, Superintendent of Indian Education, Phoenix Indian School, Phoenix, Arizona.

INDIAN COOPERATIVE CATTLE



Fort Hall Herd,
Idaho



Association Cattle At
Blackfeet, Montana



Association Cattle
In Round-Up Corrals,
Yakima, Washington

LIVE STOCK ASSOCIATIONS HAVE BEEN OUTSTANDING
AMONG INDIAN COOPERATIVE VENTURES

Perhaps the strongest cooperative work among Indians has been in the field of live stock associations. There are a number of such associations, several of which have done notably well. The operations of these associations have been written up from time to time



Mescalero Cooperative Cattle

in "Indians At Work"; hence we do not repeat their history. Activities at Fort Hall, Mescalero, Fort Belknap and Yakima are pictured here. Space limitations prevented the inclusion of more examples.

* * * * *

CIVILIAN CONSERVATION CORPS TO CELEBRATE FOURTH ANNIVERSARY ON APRIL 5, 1937.

On April 5 the Civilian Conservation Corps, which has played so important a part in rehabilitating Indian life and lands, will be four years old.

Director Fechner has suggested for all C.C.C. camps a repetition of the pleasant custom, followed on previous anniversaries, of holding some form of open house to mark the day.

Indian agencies are making preparations to observe the anniversary.

THE POTAWATOMI HARVESTING ASSOCIATION: A COOPERATIVE GROUP

Potawatomi Agency - Mayetta, Kansas

By Martin D. Cheadle (Choctaw)

Supervisor, Indian Rehabilitation - Holton, Kansas

The Potawatomi Harvesting Association arose out of urgent needs.

Last January when I came here as a Resettlement Supervisor to work with the Indians of the Potawatomi jurisdiction at Mayetta, Kansas, I was



Association Members Making Hay, Potawatomi

confronted with the task of equipping the Indians with stock, implements, food and feed. This country had already had two complete failures from drought. Their stock had died - horses, cows and hogs and their chickens too - from the want of feed. To begin with, these Indians had never been properly or sufficiently equipped to carry on a successful farming enterprise. My problem was to enable these people to secure for themselves food, feed, stock and implements, and yet keep loans on a sound basis. So we started. The land in this country is black and heavy and it takes good heavy implements to do the work. But we had to keep our loans down, so we cut on implements, thinking it would be possible to rent the needed equipment. We learned, however, after going through a crop year, that we could not depend on rented machinery. You must plant, plan and harvest at the right time; the season demands it; and on this black heavy land, if you get very much rain, it puts you back badly. So you have to be prepared to strike when the iron is hot. We learned that rented equipment was not available for us when we needed it most.

How could these Indians procure this equipment? Obviously, individuals could not secure loans large enough to buy it individually. The Resettlement Administration, through its cooperative loans to farmers, made it possible for us to own this machinery collectively.

A Cooperative Is Born Of The Common Need For Farm Machinery

The method was simple. It meant organizing and grouping the people who could use this equipment and those who could agree to work and promote a cooperative of this kind. That eventually brought us to seven families who could use and be benefited from this cooperative.

I will quote the partnership agreement entered into among the seven members:

"Realizing the savings to be effected in the purchase and joint ownership of farm equipment, the undersigned do hereby virtually agree to form an association to accomplish this objective. This association shall be known as the Potawatomi Harvesting Association.

"Each member is to share equally in the ownership of all equipment owned by the Association and shall share equally in all benefits derived from the use of same.

"All policies and actions taken by this Association shall be decided by a majority vote of all members, with the understanding that such action will meet the approval of the County Supervisor in charge of Indian Rehabilitation, or such other party as may be delegated by the Resettlement Administration.

"Provided, however, that the Resettlement Administration shall have supervision over this Association only so long as the Association is indebted to the said Resettlement Administration.

"Signed:	James Wabaunsee, Sr.	Frank Maines
	Raymond Burns	Joe Levier
	Harry Niles	Joseph Topash
	Joe Nioce"	

The members listed above have standard loans with us in addition to this cooperative loan. They are all Indians of the Potawatomi Indian Agency at Mayetta, Kansas, except Harry Niles, who is a white man, married to a full-blood Potawatomi Indian woman.

The organization has its president and secretary-treasurer, operates under by-laws and meets twice a month. The last meeting of each month is attended by whole families and we invite authorities on various phases of farm and home life to discuss practical farm problems.

This Valuable Equipment Available To All Members

The loan made to the Potawatomi-Harvesting Association amounted to \$2,198.00. The list of equipment purchased may be of help to some other group:

- 1 grain binder, 8-foot with bundle carrier, with tongue truck and transport truck.
- 1 corn binder with tongue truck and power bundle carrier, cutting corn and feed.
- 1 combination fertilizer grain drill, 12-disc, 8 inches, 4-horse hitch for fertilizing and planting small grain.
- 1 hay motor press with engine extension and screw jack, to bale prairie and alfalfa hay.
- 1 feed grinder from 1 to 2-ton capacity per hour of chopped roughage or mixed feed. It is equipped with 10 $\frac{1}{2}$ grinding plates, has 3 speeds forward, takes average size feed bundles, is equipped with 16" ball bearing exhaust fan to blow chopped feed into any mow.
- 1 mowing machine, 5-foot standard mower.
- 1 sweep rake, 2-horse
- 1 manure spreader
- 1 Farmall tractor
- 1 grind rock and stand
- 1 50-foot leather belt

The Old Indian Land Story Reversed: Potawatomi Group

Leases And Works Land To Gain Common Income

This year we had our third drought and crop failure. We have no cash income to meet our payments on our standard loans and our payments will double up in 1937; and then we have our cooperative loan also to meet. Something had to be done to bolster up our cash income, so we decided to lease 80 acres of Indian trust land for a cash rental. All members together plowed, harrowed; planted (each furnishing his share of seed), and when harvested, the money from this crop will go toward repaying the cooperative loan.

We worked harmoniously together all summer baling hay, cutting grain, killing hogs, papering houses, being neighborly and helping each other with those that are sick. We have a round-robin meeting at all of our houses in turn. Naturally, we have had some misunderstandings but we get them straightened out in our meetings and we are many times stronger after we thrash out the trouble. Beyond a doubt it is a valuable organization. It has gone beyond my fondest expectations in spirit, friendliness, assistance and cooperation among the members. Others want to join the organization. I am confident that it will be the means of leading us to economic independence.

READING TRAIL SIGNS AT GRAND PORTAGE, MINNESOTA

By Charles J. Evans, Project Manager



Deer Caught In Snow*

There are a few Indians left who still have the art of translating trail signs made by man and beast.

This happening took place late in February:

George H. Thompson, camp superintendent, while taking a short cut through the woods, ran across an Indian who was studying some snowshoe marks. To the white man, it appeared to be only a snowshoe trail with deer footprints mixed in. "Nine ahead and one behind," said the Indian positively, meaning there had been nine men walking ahead, then three or four deer, then one man behind.

That afternoon ten enrollees returned to camp and bore out the Indian's deduction. They had snowshoed to Mt. Maud and had run onto four deer floundering in the snow. As some of the boys had been working on the "Wild Life Conservation Project", they suggested that they try to herd the four deer over to the swamp where about 90 to 100 deer were being fed with cedar

boughs lopped from the trees and some alfalfa which was donated. They made the trail and the deer followed them. One deer became exhausted and lay down. An Indian dropped back and carried him. This accounts for the "nine ahead and one behind" which the Grand Portage Indian had deducted from the marks in the snow.

* Photograph by George H. Thompson.

* * * * *

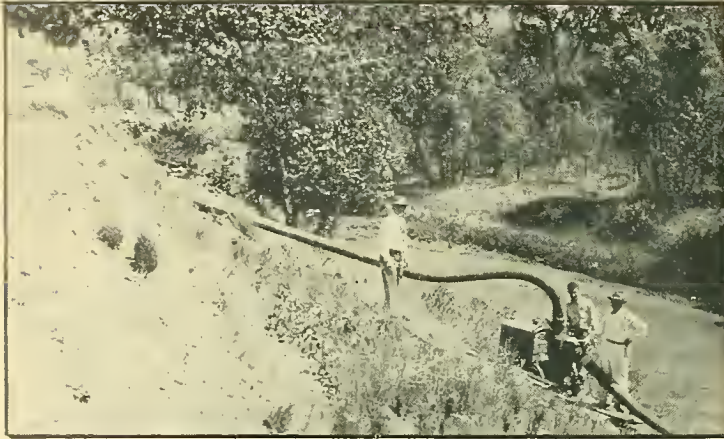
METLAKATLA INDIANS MAKE DONATION TO RED CROSS

The Metlakatla Indians of Annette Islands, Alaska, whose successful cooperative organization was described in the January 15 issue of "Indians At Work", have given, without solicitation, \$1,000 to the Red Cross for the relief of flood sufferers.

IRRIGATION FOR COMMUNITY GARDEN TRACTS

By Ralph S. Bristol

Supervisor of Extension Work



Soldier Creek Irrigation
Pump On Little White River

eral years. Many methods of increasing production have been tried in efforts to meet the emergency but until recently none of these methods have been at all satisfactory.

Practically all of the 7,915 acres of gardens planted by 6,739 Indian families in the northern drought area were lost in 1935. These failures were mainly due to lack of moisture, although insect damages also played a leading role in the destruction. Where there was moisture, insects could be fought with some success.

These failures in garden production have been more or less acute for sev-

Irrigated Gardens For Drought Country

The Indian Office is now developing what seems to be the answer for many of the Indians living in regions of slight rainfall by assisting with the development of irrigated gardens. The irrigation projects may be for the gardens of small groups of families or for an entire community, depending upon local conditions. Close cooperation of the Irrigation, I.E.C.W. and Extension Divisions gave this work a good start during 1936 and further work is being done this year.

Several fundamentals are necessary for a successful irrigated garden:

1. A dependable water supply is probably the most important. Fortunately many of our reservations are located so that the Indians are near large rivers.
2. Reasonably good soil is the next problem in importance and investigation of the sites must be made to determine their feasibility in this regard.
3. A plan of obtaining the necessary water for the land must be thought out; this can be done either by pumping, direct diversion, or from storage. A limited amount of funds is now available for these needs.
4. These installations should be made so that they can be maintained and operated by the Indians without financial assistance and at a reasonable cost to them.
5. The

land must be properly prepared for irrigation so that water can be guided between the rows without too much effort and with a minimum of flooding. The Irrigation Division is providing trained engineers to lay out gardens, line up ditches and set grade stakes for leveling the land. I.E.C.W. then comes into the picture to perform the heavier portion of the preparation. 6. With all of these provisions made, the Extension Division has the task of helping with the organization of the community groups for planting and care of the gardens. Irrigation at the right time, and careful cultivation at the right times, cannot be overemphasized and these practices must be taught Indians not familiar with irrigation techniques.

Learning From Mistakes

A review of the experiences during the past year will assist in formulating plans for 1937 and prevent some of the mistakes in the past. Although preparatory work has been going on for several years, this program was initiated only a little more than a year ago and was practically untried. The need for better and more dependable water supply in many instances has been learned. The land must be leveled and subdued. Late planting has proven to be a mistake in several cases, although this was due usually to necessary delay in land preparation. In some cases the Indians did not give their wholehearted cooperation in the irrigation and cultivation of their tracts because this plan was new to them and not being familiar with irrigation they had serious doubts as to its success. Sometimes the soil was not too good on the tracts selected. Changes in locations may have to be made for this cause. Employees and Indians should be on the lookout for pieces of land that are good possibilities for irrigation work and bring them to the attention of the superintendent.

Two Successful Examples

On the Rosebud Reservation in South Dakota several irrigated gardens were established during 1936. Two of these were outstanding: they are an indication of results that may be expected elsewhere as these projects develop.

A community garden organization was formed at the Soldier Creek Day



These Vegetables Were
Eaten This Past Winter

ROSEBUD 4-H MEMBERS PRODUCE COMMUNITY GARDEN



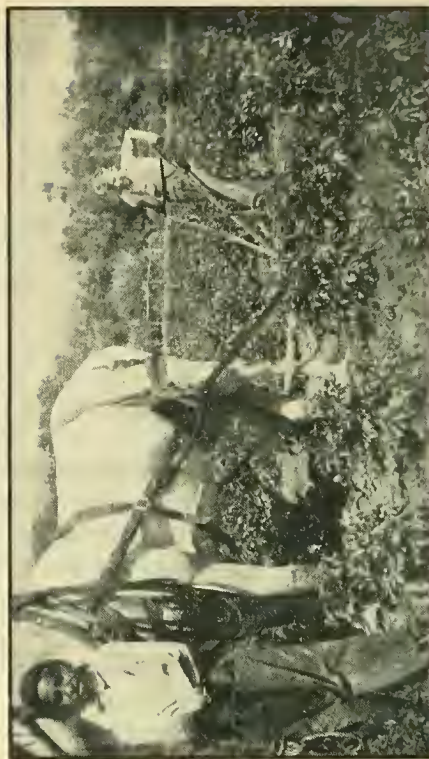
Constructing Hotbed



A Pile Of Cucumbers



Transplanting Cabbage Plants
In Community Irrigated Gardens



Cultivating Their Community Garden

School through the cooperation of the teacher, the extension agent and the farm agent. A plot of ground was set aside, plowed and leveled by the Indians, assisted by I.E.C.W.; ditches were surveyed and a pump installed on the creek by the Irrigation Division. The Indians in this community organization proved their interest throughout the summer by working steadily on irrigation and cultivation. The result was a fine supply of vegetables for winter use in addition to green stuff in season. Total production figures are impressive: Potatoes, 210 bushels; cucumbers, 170 bushels; summer squash, 700 pounds; pumpkins, 285 pounds; Hubbard squash, 6,000 pounds; and 30 bushels each of ripe and green tomatoes.

A 4-H Club community garden was organized in the Rosebud Day School. The principal acted as leader and the Extension, I.E.C.W. and Irrigation employees helped. Thirteen boys earned from \$12.45 to \$33.85 each for their own use. For the season the boys collected a total of \$498.81, and after deducting necessary expenses and individual payments listed above, the group still has on hand or in charge accounts \$85.71. They were happy and busy during the summer, earned their own spending money and learned something of irrigation gardening and cooperative community activity.

With the most severe heat on record, insect pests the most plentiful in history and other obstacles, it has seemed to me that the season of 1936 showed the practical value of these irrigated community gardens. Sound plans, faithfully carried out, can, in 1937, add materially to the Indian food supply in drought areas.

The Indian Service officials will be happy to have suggestions from superintendents and to answer questions that may seem to hinder such developments on some reservations.

It does not take a large piece of land to provide an amazing supply of vegetables if the plants receive moisture when they need it. A piece of ground 200 feet square will provide more than a family of five can use. With a food supply assured, individuals and groups can make long-time plans for live stock and farming development.



Soldier Creek Garden. Spraying Insect
Control And Picking Beetles

INDIAN ARTS AND CRAFTS COOPERATIVE COMPLETES SUCCESSFUL YEAR

Wa-Pai-Shone Craftsmen of Carson Agency, Nevada, Operate Trading Post



Cooperative Trading Post At Carson

Careful organization of arts and crafts work at Carson Agency has during a single year resulted in a cooperative which is a going concern. Sales have totaled \$786.10 (of which amount the Indians received \$628.88). There has been a noticeable improvement in the quality of the crafts products.

The Wa-Pai-Shone Craftsmen was organized in December, 1935 and was incorporated under the laws of Nevada on November 21, 1936. Its name was derived from the tribes most strongly represented in the Agency territory: Washoes, Paiutes and Shoshones. Anyone, living anywhere, can belong, but active membership is confined to qualified Indians living in the area who pay the modest initiation fee and dues of 25 cents. Inactive members, who pay \$3.00 initiation fee and annual dues, include white friends in various localities.

The organization looks toward several objectives: It wants "to revive and perpetuate interest in the traditional handicrafts of the Indians of the Great Basin; to protect their design and the standards of their work, to increase production and to facilitate marketing."

The Indians of the Carson area already had living crafts, some of them of notable quality. The problem then, was not only one of revival, but of maintaining interest in crafts; in raising, in some instances, the standards of work; and in effective marketing.

The need for capital was met through friends interested enough in the venture to make non-interest-bearing loans to the cooperative.

One of the older schoolgirls acts as clerk at the post and is paid for her services. Sooner or later, as business grows, the question of help in the management, accounting and price-fixing work, now all done without payment, will become acute. For the present, the burden of organization and management has been carried voluntarily by teachers, notably by Miss Jane Jones, a twelfth grade teacher who is president of the organization; Mrs. Martino Murillo, crafts teacher - herself a Mission Indian, who is vice-president; and Miss Zelia Taylor, seventh grade teacher, who is secretary.

The process of acquiring and selling stock has simply grown up as business has grown. Indians bring in their goods and name a price. The pricing committee usually tries to give the price asked by the maker; sometimes it may be felt that the price asked is not justified and the Indian may or may not withdraw the article. The effect of quality of workmanship and of use of native materials on price is always discussed with the worker. Fine work is marked with a tag bearing the Wa-Pai-Shone trademark; less careful, but salable work is accepted for sale, but without the backing of the trademark. (Unfortunately, says Miss Jones, sometimes articles of inferior workmanship and consequently low price sell the most quickly, perhaps because, to casual tourist trade, low price is an important factor.) Some Indians urgently in need of cash insist on immediate cash payment; some are willing to leave articles on a consignment basis, take a receipt and wait until sale for repayment. They know that they can take their articles back at any time.

One old lady left, after having sold several pieces for the first time, several more pieces to be sold. "Are you willing to leave them? We will pay you later," said a member of the pricing committee. "Yes," said the old lady firmly. "We trust you; this trading post no cheat us."



Some Of The Wares Displayed Inside
The Trading Post

The consignment method is, of course, more of a clerical burden than the payment of cash, but until a larger capital is built up, some business must be done by this method. The managers feel certain that better work can be stimulated by the payment of cash.

Goods are priced to sell at a 25 percent profit. Within a year, profits, after deduction of various expenses, have come to \$296.16. The constitution provides that after specified proportionate sums have been set aside for reserve and operating funds, the balance of the proceeds can be apportioned annually in cash upon the basis of the value of each commodity delivered by each member or patron. To this end, individual workers' accounts are being maintained; however, the day of cash dividends is still far-distant as debts have yet to be paid off (there are funds on hand to do this but the lenders are willing to leave their capital in until later), and reserve funds to be amassed.

What sorts of crafts are handled? Most famous, perhaps, are the baskets. Some of the Washoe baskets and those made by Death Valley Shoshones are superb: of sculptural shape, meticulous workmanship and beautiful and varied design. They are real works of art, laboriously executed, and they are priced accordingly. A large and handsome Washoe basket may bring in \$20 to \$50; smaller baskets, whose workmanship has been less time-consuming, may be obtained for \$2.00 and up.

Fine beaded work is done by both Paiutes and Shoshones. The cooperative has been able to buy for the workers superior seed beads of soft, yet brilliant colors and uniform good quality which greatly enhance the effectiveness of their beadwork. There are beaded baskets, beaded belts, moccasins and vests. There are fine buckskin gloves, with or without beaded trimming, up to about \$7.50. The well-cut plain work gloves which sell for \$1.50 are so much in demand that it is difficult to keep them in stock. There are dolls in Indian costume, complete with tiny moccasins and gloves, and Indian baby dolls cozily wrapped in miniature baby baskets.

The officers of the cooperative are not unduly optimistic but they are hopeful, and with reason. There are intrinsically good and salable crafts at Carson Agency; they can in some cases be improved in quality; it is evident, indeed, that they have already improved during the short life of the cooperative. Moreover, the direct method of marketing from Indian to tourist can



The Cooperative's Trade-
mark For Fine Work

bring in, naturally, a much larger return to the maker; and later there is the possibility of dividends. There is no doubt that some of the interest in crafts, particularly in basketry among the younger women, would have died out among Carson Indians had not the organization been established. Basket making is hard work and the actual returns in money per hour are small, but as pick-up work during long winter months, it can bring in a worthwhile extra income.

The present financial situation of the post is solid, if not spectacular. On hand in the post are crafts articles worth \$404.60, for which the Indian producers have received full value. Adding this sum to \$628.88 (the Indians' share of the \$786.10 received for articles sold) gives \$1,033.48 as the total received by Carson Agency Indians from the post during the year.

For most Indian women of the Carson Agency, crafts work can at best bring in only this small supplemental income, but for a few of the most gifted and skillful, it can be a good livelihood. One Paiute girl left school to go into domestic work; now she spends her time doing crafts work at home and cleared during the last six months, all in buckskin crafts, \$100.50. One family of three women made \$111 during the same period. One Washoe craftsman sold \$63 worth of baskets during five months.

The constitution permits the establishment of branch cooperatives and the officers of the Wa-Pai-Shone are confident that such branches can be established and made to pay - at McDermitt, for example, at Nixon, at Schurz and perhaps at Dresslerville.

* * * * *

THE INDIANS WERE RIGHT

Which weather prophets are the more reliable, the Indians with their century-old lore of nature signs and auspices, or the meteorologists of the weather bureau who base their forecasts on scientific observations and deductions?

Custodians of the national monuments of the Southwest, administered by the National Park Service, point out that the folks in New Mexico and Arizona who banked on the prophecies of the Navajos that the present winter would be the most severe in years are high-hatting their neighbors who swallowed the prognostications of the United States Weather Bureau. This authority assured the farmers that they might look forward to another warm winter with abnormal rainfall, similar to that of the preceding year.

The Indians were right. From all sections of the Southwest comes corroboration of their weather forecast. The latest official report just received at the Washington Office of the National Park Service states that old-timers declare the winter now closing has been the coldest, longest and stormiest they can recall. Reprinted from March 1, 1937 - National Park Service Release.

WHY I ENTERED THE INDIAN SERVICE

A Social Worker

My coming into the Indian Service was entirely by chance. I wanted a change from a job I didn't especially like, so I took a Civil Service examination. I was offered a job in the Indian Service, which I had never dreamed of entering and in which I had no intention of staying. Here I am still - anything else would seem colorless now and I know I could never be happy in a big city again. Of course I am lucky here: I have a big area to cover, lots of freedom and variety and pleasant people to work with. I was at another agency once where the gossip and bickering were pretty bad; that makes a lot of difference in one's state of mind.

A Teacher

I was born in the Indian Service: My father was a superintendent. But frankly, I went into the Service myself because of the pay. I had begun teaching at \$110 a month in 1930; then was cut to \$100; then to \$75. So I took a Civil Service examination which I never expected to pass, but I did, and was appointed ... Of course, I like it; it's got me like all the rest now. You see what it is like, though - dealing out relief, making mattresses and stuffing them, and today tanning buckskin with the woman's club. I was sacking rations last night, and do you know, this time the coffee came in beans instead of being ground up and I doubt if there is a grinder within forty miles ... I would have just about enough to do if I didn't have to go over to the schoolhouse and teach every day. But who would want to do nothing but teach on one schoolroom? I know that lots of the outside work I do is really teaching too.

A Woman Field Worker

I came into the Service through a Civil Service appointment. I have enjoyed the work and still do. I love working with Indians; they are the salt of the earth. But some of the aspects of Indian Service life have come to get on my nerves more and more. I can't have any private life because of necessarily having to live with the people I work with; and there isn't much social life anyway because of the isolation and the long hours. I don't think I am unusually frivolous, but I do like good times and meeting new people. If I had any sense, I should have left the Service long ago, and before long, I think I will.

A Stenographer

I'm half Indian, you know, and I always wanted to get into the Service ever since I first went to Haskell. There's not much chance out in

my country in stenographic work or clerical work in regular business - the pay is awfully low. I finished Haskell in 1929 and started right in the Indian Service the next year.

An Assistant Superintendent

I came into the Indian Service because the Philippines looked on the map to be too far away from home. I had just been married and wanted to get started. I wanted to take a Civil Service examination for teacher but the only examinations being given were for jobs in the Philippines and in the Indian Service, so I picked the Indian Service, although I had never seen an Indian outside of a circus.

Our first assignment, in 1915, was at Warm Springs, Oregon. I had a day school teaching job and my wife a housekeeper's position. I'll never forget my first impression. We got off the train at four o'clock one cold morning. There wasn't any station agent around and there wasn't any heat; my wife and I walked up and down the tracks and picked up enough wood to start a fire. Finally the stage came to take us out to Warm Springs - an old hack, driven by a great big Indian. We were scared to death of him. "You sit up front with the driver," I said, "and I'll sit in back on the trunk." "No indeed," my wife said. "We'll both sit back on the trunk; then we'll be together anyway." We got to know and like that Indian well and his son is here at this school now. I told him the other day that his father had nearly frightened me out of the Service. If we had had the money that first day, I know we would have turned around and gone right back to Illinois.

Later on I changed over into clerical work. I've been property clerk, land and lease clerk, chief clerk and now assistant superintendent. This country is home to us now. I guess the longer you stay in this work with Indians, the better you like it.

* * * * *

NEW USE FOR UMBRELLA

Long time ago in Sioux country Indian brave owned fine buffalo gun. There came to his camp a white man who carried a strange looking stick wound with cloth. This man wanted to see Sioux brave shoot buffalo with his fine gun. They go find buffalo. Sioux brave get close to large buffalo and shoot but not hit him. Buffalo charge them. White man pointed his stick and "Puff!" Cloth shoots out like toadstool! Buffalo turn and run away. White man say his stick is umbrella but Sioux know better. He say it is Medicine Stick and trades his gun to white man for it. Next day Sioux brave go walking with Medicine Stick. He cross railroad track and see fire horse coming. "Huh!" he say, "Fire horse! I scare him like buffalo!" He stand on track and "Puff!" goes Medicine Stick! Iron horse not stop! Dead Sioux brave and umbrella on track!

CARELESS DRIVERS MAY BE SENT TO COVENTRY IN SPECIAL CAR

On one reservation, drivers of government cars whose carelessness has brought repeated trouble on themselves and others and damage to government property may be required to drive the red-painted truck shown below, as part of a proposed safety campaign.



Poor Drivers May
Be Assigned To
This Red Truck



Wruthless Punishment For Wreckless Drivers

COOPERATION: A GROWING FORM OF AMERICAN ECONOMIC ENTERPRISE

By Jacob Baker, Member of the Inquiry on Cooperative Enterprise

Cooperative enterprise has bulked far larger in Europe than in this country. In many European countries cooperative societies are an important part of the total economic structure - real "big business." That is by no means true in the United States: here cooperatives have hardly made a mark in the total volume of this country's business.

But it has seemed likely, to the group* which President Roosevelt sent abroad to study cooperation in Europe, and which reported to him recently, that cooperation will increase in this country. As people whose economic resources are in general limited, who in many cases live far from markets, and who already possess solidarity and a tradition of working together in groups, Indians are one of the groups in this country among whom cooperation may well increase.

There may be in the minds of some the thought that cooperation smacks somehow of alien political views, that it is un-American, that it results in undercutting and ruining private business. This has not been borne out by the facts. Cooperation has flourished in countries of varying political faiths and has become identified with none. In countries where cooperation is particularly strong, as, for example, in Great Britain, cooperatives have not ruined private business, but have competed with private business openly and fairly, and may be said to have steadied private business because of their stable financing and operation methods.

They have had an enviable record of business success, and, moreover, they have raised the standard of living of their thousand members. In other words, cooperation is a respectable and time-tried movement, and it is an effective one.

There follows on page 39 a brief description of cooperation in a Czechoslovak village. The movement started on a modest scale and grew - not rapidly - until now it has permeated and re-created the life of the village.

* Jacob Baker, Leland Olds, Charles E. Stuart, Robin Hood, Clifford V. Gregory and Emily Cauthorn Bates.

VIEWS FROM A CZECHOSLOVAK VILLAGE



On The Way To The Festival



An After-Church Gathering

COOPERATION IN A CZECHOSLOVAK VILLAGE

(Reprinted by permission from the Report Of

The Inquiry On Cooperative Enterprise In Europe, 1937.)

Sany is a typical small-farm village of Czechoslovakia, situated in the Bohemian lowlands in a sugar-beet region. Isolated from the influence of town life, it offers one of the clearest examples of the effects of cooperation on farm life. Cooperation has for many years been an integral part of all phases of life in Sany.

Land reform, following the abolition of serfdom, made Sany a village of small farmers, and of small tradesmen and workers, many of whom farm small holdings of land. Nearly half (46 per cent) of its present population of 821 are farmers. The average size of a farm in Sany is about $10\frac{1}{2}$ acres; only five farms have more than 50 acres, and only ten have more than 25 acres. The chief agricultural products are sugar beets, chicory and cereal crops.

Debt; Low Prices For Produce; Lack Of Organization

The area of land under sugar-beet cultivation has been restricted somewhat as the result of an early struggle between the beet sugar factories and the sugar-beet growers. In their fight for better prices the sugar-beet growers found their best weapon the boycott of the sugar factories. The light soil at Sany is suitable for the cultivation of chicory on a large scale, so the farmers began to produce more of this crop in place of sugar-beets. But they had to cart their chicory along bad roads to drying houses eight or nine miles away, where they were offered very low prices. Their earnings were meagre, and they were sunk in debt. Crops failed in some years; and again, there was overproduction of chicory throughout the country, which depressed prices below cost of production. To remedy their situation it was necessary for them to improve their methods of handling their crops. The parish, however, as the local administrative unit, could not even construct good roads for them.

Group Study Begins

Into this situation the cooperative movement was introduced, beginning with the foundation of the Farmers Reading and Social Society in 1888. Through this Society the farmers were furnished with agricultural journals and popular books on farm methods. There were discussions on farming questions, and lectures by experts, teachers, professors of technical

schools, and successful farmers. The teachers and priests of the village gave their backing. From this Society came the idea of carrying out extensive works of land improvement, land drainage, and regulation of the local stream by a water-conservation cooperative. And from this same Society came the idea and organizational work of the present cooperatives in Sany.

Cooperation Begins With A Credit Society

The oldest of these cooperative associations, set up in 1897, is the Sany Credit Society, which provides its members at favorable rates of interest with the money necessary for carrying on their various businesses; in 1934 it had 241 members. It has enabled many people in Sany to purchase land and acquire houses of their own, converting their mortgage debts into long-term loans. The Society also furnishes credit for the joint purchase of farm machinery and consumers' goods, and the joint sale of farm produce.

The Society acquires its funds in the form of members' deposits; each member must subscribe for at least one share, which may be paid for in ten monthly instalments. Loans of the Society are covered by joint liability of the members. A rule provides that the difference between the interest paid on deposits and that charged on loans, plus fees and administrative expenses, must not exceed 1.5 per cent.

A General Purpose Cooperative Follows

The Farmers' Cooperative Society was organized (shortly after the Credit Society) with the primary purpose of establishing a local drying-house for chicory, thus doing away with the loss of time and money involved in taking the chicory over bad roads to neighboring villages. By 1900 Sany had a drying-house of six ovens, which has since been enlarged and has come to be the main cooperative enterprise in the sphere of production.

The Farmers' Cooperative acts as a general purpose society; it supplies its members with their needs for production and consumption, it markets their products, and it gives instruction in methods of agriculture. It also makes production loans against growing crops. The effective development of its financial strength has been accomplished without any state subsidies. By 1929 this Society has built up a membership of 160 families.

In 1903 the Farmers' Cooperative Society set up a bakery which has proved very successful. At first the bread was sold only to members in exchange for flour or grain; but the bakery soon ceased to be merely a self-help undertaking, and became a profit-making enterprise for the Society. It now sells bread to non-members as well as members and serves a wide range of consumers in Sany and the adjacent area. Hardly any village family now bakes bread at home. The Society also has a flour-mill to serve the requirements

of the bakery. Attached to the flour-mill is a seed cleaning station. Not much more than actual cost is charged the farmers for cleaning and washing their cereal seed.

The net surpluses of the Farmers' Cooperative Society are not distributed; such funds as are not required for the expansion of the Society's activities are used for community purposes.

Agricultural Machinery Society For Equipment And Power

The Agricultural Machinery Cooperative Society was set up in 1906. It owns machinery which it lends to its farmer members. It also provides all its members (who now number 173) with electric current for general lighting and for the driving of motors. The Society originally had its own electrical power station, but now secures its current from an electrical power supply federation serving the region. The Society's equipment includes three electric threshing machines, three electric generators, and a number of machines for soil cultivation. Through this collective purchase of farm equipment, the farmers are able to make use of the most efficient machine methods of production.

These three societies arose within the space of ten years. They have been highly successful not only in facilitating the purchase of farm requirements and consumers' goods, and in improving market conditions and prices, but also in spreading the use of electricity and technical improvements. Some of the older cooperative enterprises in Sany, the Land Improvement Society, the Forestry Society, and the Game-hunting Cooperative, have been absorbed by the Farmers' Cooperative Society.

Cooperative Societies Become Civic Groups

The cooperatives in Sany have extended their influence to all phases of the village life, raising the standard of living of the entire population. Increased profits from farm production, and the saving of money and time effected by the credit, purchasing, and machinery cooperatives, have enabled the farmers to improve their homes and develop the social and recreational organizations of the community.

Many new houses have been built and old ones renovated as a direct result of cooperative organization, through cooperative credit. The general appearance of the village homes has been altered, and hygienic conditions throughout the community have been greatly improved. Families now live in larger rooms and in more healthful homes. Practically every family has a house of its own. There has been an increase of 56 per cent in the number of houses in Sany during the 35 years of cooperative activity.

The cooperative societies have fostered public enterprises such as the building of a railway station and sidings, regulating the river, construction of roads, planting of public orchards, equipping the school gymnasium and fire department, and the erection of schools, a post-office, and a public library. The public baths, set up by one of the cooperatives, are an important contribution to the health and comfort of the village, where (as in most European villages) facilities for baths in homes are extremely rare. The baths use the surplus steam produced in the operation of the flour mill.

Participation of all groups in cooperative undertakings has been a unifying element in the village life. The rise of national political parties has so far failed to destroy this economic unity, although the people of Sany are by no means unaffected by political currents... They take great pride in the fact that, whatever their political or religious affiliations, they have learned to conduct their economic affairs on a cooperative basis for the good of the entire community. The economic progress of the people has aroused the attention of neighboring villages and parishes, and the methods of Sany have been copied widely.

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SWINOMISH INDIANS AT TULALIP AGENCY IN WASHINGTON REBUILD FISH TRAPS

(Excerpt from "The Swinomish People And Their State", by O. C. Upchurch, in the Pacific Northwest Quarterly, October 1936, p. 293.)

"In 1934 the Swinomish Tribal Council borrowed \$1500 and constructed a small fish trap on their tribal tide lands. An early storm destroyed the structure but not until it had proven its value and about \$1200 worth of fish had been marketed in addition to a liberal distribution to members of the tribe. In 1935 the same council borrowed \$4200, rebuilt this trap and added a second. These traps operated until July 17 when the Indian operators were arrested by order of the State Fish Commissioner for operating traps in violation of state law of Washington. They had made enough to repay their loan and after several months' delay, in which they lost the season's fishing, the Superior Court of Skagit County decided in favor of the Indians since the traps were located on Indian land between high and low tide and therefore were not within the jurisdiction of the State. They have this year rebuilt their traps and have earned enough to propose other cooperative enterprises."

Note: We wish we might have quoted more fully from Superintendent Upchurch's article, from which the excerpt above was taken. The article as a whole is an example of what a jurisdiction superintendent can do in learning the historical and social background of his Indians and putting it to good use - in this case, assisting the Swinomish Indians at Tulalip to work out a satisfactory "design for living" under the provisions and opportunities of the I.R.A.

SOME HAZARDS OF COOPERATIVES

By William L. Paul

Field Agent - Indian Service

Not many years ago, a thousand or more fishermen in Alaska, with a determination to succeed, saw their cooperative fisheries efforts fail and lost several hundred thousand dollars. Other cooperative efforts such as co-operative stores have also failed, even where the "co-op" was the only store in the community.

Naturally people are apt to blame the cooperative form of doing business. This condemnation is itself wrong because cooperative enterprise can succeed.

The principle of cooperation is sound, particularly where the members have the same social and cultural background. Nowhere is this more true than in Alaska, which leads us to inquire - why did these efforts fail?

The important reasons appear to the writer to have been (1) bad management; and (2) dissatisfaction among the members.

The bad management was due principally to inexperience or lack of capacity on the part of the manager. These managers have been both Indians and white school-teachers, appointed sometimes by the government or by the Indians themselves. Sometimes real management has been left to school-teachers who had no commercial or other business experience or to boys just home from school and equally inexperienced. Where the management was left to the members, often the manager was employed not on the basis of ability, but as the representative of a strong faction. This method only provided a reason for continued strife among the factions.

Sometimes, even where the management was good, discontent grew among the members because the Indian members failed to appreciate what the manager was doing for them and what they should expect from the business. Sometimes this discontent grew from the inability of the unlettered Indian to participate in the operation and to learn the business. There is every reason to say that the government's efforts have been sincere and the teacher-management conscientious; yet it should be said that a common mistake has been that these managers failed to teach people to handle their own business by handling the job themselves.

Perhaps there was an occasional tendency to belittle the Indian's capacity because of his lack of education. We feel that far more could have been accomplished if the Indians had been trained. Too often, also, good

teacher-managers were developed at some point only to be lost through transfer or removal from the service. Then the process of education had to be repeated.

There are, however, many examples of successful cooperative endeavor in Alaska (see page 45) and many more can succeed, but they must be built upon a sound basis. Members must have an understanding of the requirements of the business; what they can rightfully expect from it; and must be loyal to it. They should develop sound organizations and plans of operation. They should employ capable managers and provide sound financial structures. They should adopt a consistent educational program and provide regular and adequate audits.

Experienced business men, such as investment bankers, say that management constitutes 75 per cent of the business hazard. Many members of cooperatives think that small wages mean high dividends, whereas small wages usually mean small experience, and small experience usually means large losses. "Old men for council; young men for battle" is still a sound rule. The old men have paid for what they have learned and thus become cautious, and so, out of their experience, our successful seal hunters say "Never allow a young man to occupy the hunter's place, for to miss a sea otter is to spread discontent and disaster among the cooperators who sit in your canoe."

There is no land better adapted by resources and by a people who are from ancient times accustomed to cooperative effort than the Territory of Alaska. The Indians there still believe in sharing. They hunt together. They fish together. They constantly do things together. With proper advice to direct their cooperative efforts and adequate help in financing, there is every reason to believe that the many requests now coming in from those people will result in successful cooperative enterprises.

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IS THERE A NEED FOR A COOPERATIVE CREDIT UNION IN YOUR COMMUNITY?

Credit unions are cooperative associations operating for the purpose of promoting thrift and creating a source of credit for provident and productive purposes. Members accumulate savings in their respective credit unions and receive loans from the accumulated savings. Credit unions are not new. The first ones were organized abroad in 1848 and the plan has spread to many parts of the world. A big impetus was given to the credit union movement in America by the passage of the Federal Credit Union Act, approved June 26, 1934.

Information on the operation of credit unions may be obtained from the Farm Credit Administration or the Office of Indian Affairs.

THE ESKIMO STORE AT GAMBELL, ST. LAWRENCE ISLAND

By Nathan L. Smith, Community Worker, Kake, Alaska



St. Lawrence Island Family Dressed For Winter

that the two most progressive and successful native stores in Alaska are located at Gambell and Savoonga on St. Lawrence Island. This article deals with the Gambell store, but it should be remembered that there is one in Savoonga which, while in a smaller village, does a larger business. In a good year, the combined sales of both stores approximate \$35,000. The population of the entire island is only about 450 Eskimos.

In 1911, the first Eskimo cooperative store in Alaska was started at Gambell by Dr. E. O. Campbell, teacher in charge of the Office of Education school there at that time. It was called the Eskimo Building and Loan Association and its original purpose, as expressed on some of the old stationery, was "to assist the Eskimos in building hospitals, churches and homes and developing industries." It is only within the past few years that the store has been in a position to make a beginning toward carrying out this purpose.

St. Lawrence Island was an exceptionally good place for such a venture. Its isolation and the comparatively prosperous state of its people gave it a considerable advantage. The isolation has served to restrain, but not eliminate competition. There have always been trading ships making their annual visits to the island. Twenty years ago, there were more than the present two. The habit of saving their annual fur catch to trade with the "ships" was firmly rooted, as for many years this was the natives' only way of getting white man's goods.

St. Lawrence Island is probably best known as being one of Alaska's most isolated outposts, occupied by very primitive Eskimos. In recent years, several archaeological expeditions have been there and this work has served to focus attention on the primitive side of life. Old customs, dress and habits are unquestionably absorbingly interesting, but they are only one side of the picture. What is probably not so generally known is

The Gambell store has gone through frequent ups and downs, with the downs predominating, and at times has been perilously close to the rocks. But it has pulled through and at the end of a quarter century it is in excellent shape. It exerts a good influence on almost every phase of life in the community.

A store is, of course, a business proposition and it must make a profit to exist. A cooperative store, however, has a second duty which is just as important, and that is to do the greatest amount of good possible in the community. I think that for the past few years the store at Gambell has done just that. Since 1934, it has donated outright for community work about \$1,500. This money has been used to buy equipment for the workshop, community kitchen and laundry. From it has also come the fuel and upkeep of these projects as well as the cash for innumerable acts of charity.

Aside from the outright donations, the store has assisted in many emergencies. In the winter of 1934-35, word reached the village that the people at South West Cape (about thirty miles south of Gambell) were out of food and fuel and were eating bootstraps and their dogs. The council immediately got volunteers with dog teams to go there, and the store furnished sufficient food and fuel to tide them over until the hunting improved. The winter of 1935 was an exceptionally hard one and due to the poor hunting there was a serious food shortage. At its most critical point the store stepped in and furnished staple groceries. The teachers prepared nourishing noon-day meals which were served to all school and pre-school children until the hunting improved and their natural food supply was replenished. There have been many other instances of the store's coming to the aid of the community.

The store helps indirectly too. It has developed a good business in carved ivory. During the year 1934-35, work done on order brought in over \$2,000. This, of course, provided additional income for the natives during periods when there was no income from furs. Another benefit which most of the natives do not see, has resulted from the policy of the store of pricing necessities as low as possible, making the profit on luxuries. At present, the store is financing the operation of a new reindeer herd near Gambell to provide an emergency food supply. It has also purchased and installed a radio station and a light plant which furnishes light for the store, community shop, mission, school and teacher's residence.

This program has been carried out without in any way jeopardizing the financial condition of the store. In spite of the fact that fox skins (the chief source of income) are not far above their lowest price in ten years, the store has assets of approximately \$35,000 and no liabilities. The assets are divided roughly as follows: \$20,000, merchandise; \$4,000 to \$5,000 buildings, equipment and so forth; and \$10,000 cash in its Seattle bank account.

To the men of Gambell, especially Andrew, Lloyd, Lawrence and Ernest, great credit is due for getting the store in its present condition. When we are inclined to question the value of our work among the Eskimos, we have assurances of its value in men like these of Gambell who have been helped by the Government and who in return have done their best to help their own community.

WOMEN'S GROUP ACTIVITIES - POTENTIAL COOPERATIVES

By Henrietta K. Burton

Supervisor of Home Extension Work - Indian Service



Pima Home Extension Council Planning
Program Of Work

There is nothing new about Indian women working together. Women - all women - like to work together. It seems to be a universal trait. Indian women get together. They are surrounded almost at all times by members of their family or by friends. At the close of one day, in which a number of home calls had been made, we reflected that not in a single case had we found an Indian home-maker at home alone. A former superintendent said, "During forty-two years of Indian Service work, in which I

visited hundreds of homes, I cannot recall a single instance where I found an Indian woman at home alone."

Group meetings and group work among the women can be promoted by skillful leaders. On the Pima jurisdiction seventeen Home Extension Clubs are functioning with 355 members. In June a Home Extension Council was organized. The meeting of 100 per cent attendance of delegates was an outstanding event. The delegates evolved a program of work for the year. All the Home Extension Clubs are organized with a full staff of active officers and meetings are conducted by parliamentary rule. The clubs meet each month. Twelve of the clubs held money-making activities during the year and cleared \$463. This money was used for charity, community entertainment and the purchase of Indian women's demonstration supplies. The policy of the home extension work on this jurisdiction has been to stimulate initiative, self-reliance and self-support among the Indians by working through Indian organizations headed by Indian leaders on projects approved by the Indians of the reservation and intended to increase the average income of each family and improve the general living conditions.

These Indian women can, if they wish to do so, develop formal cooperative organizations. Their leadership is trained and ready. They are

studying consumer subjects at their meetings. Various Indian women's co-operatives already exist informally throughout the Indian Service. Almost every group of Indian women under an improvised shelter by the roadside, or on the station platform where pottery, beading and other articles are sold, is a roadside market cooperatively operated. The women bring things. The maker of the article is usually the seller. They operate in groups. Out of the activities that are already extant can develop larger groups which can handle larger volume. Groups that are already making and selling commodities can, with additional training and some capital, extend their activities. Other Indian women can learn.

The women have their greatest chances for success in cooperative activities in the fields in which they have long worked, such as foods and textiles. They can collect clay, wool, berries, wild rice, nuts, pine cones, barks, rushes, willows and fibers which can be made into articles for sale. Also they can produce vegetables, butter, eggs and other staple food products.

Cooperative activity among Indian women is not new nor is it unusual; but it is not developed to its maximum.

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REFERENCE MATERIAL FOR STUDY CLUBS AND COOPERATIVE ASSOCIATIONS

The Department of Agriculture has recently issued a revised "List Of Available Publications", Miscellaneous Publication No.60. The Farm Credit Administration has issued a comprehensive bibliography entitled "Cooperation in Agriculture", Bulletin No.4. Either of these lists suggest unlimited material.

The Cooperative League of America, 167 W. 12th Street, New York City; The Eastern States Cooperative League, 112 E. 19th Street, New York City; national and state offices of the Farm Bureau Federation; Farmers' Educational and Cooperative Union; the Grange; various cooperative associations; State Colleges; and State Departments of Agriculture will all be glad to supply whatever information they can. The Indian Service will also help in obtaining materials for any group undertaking a study course.

An association whose members are not familiar with the methods and principles of cooperation is not on a sound foundation. Local study groups may be created to acquaint members with the basic principles and methods and to study possibilities of cooperative activity in the community. Cooperative associations can well afford to encourage members to study their particular problems, to conduct educational programs and to supply members with reference material.

There is an abundance of good material on cooperatives available; scores of good books, pamphlets and bulletins. These may be obtained from the issuing agencies by giving a general description of what is wanted, or a list of publications available may be obtained from which the desired materials may be selected. Some agencies furnish such information without charge while others make nominal charges. Governmental information sources include: the Department of Agriculture, the Farm Credit Administration, and the Bureau of Labor Statistics of the Department of Labor, all in Washington, D.C.

FROM I.E.C.W. REPORTS

New Project At Standing Rock (North Dakota) We started a new project the first of this week and we find that the timber is much heavier than that in which we were working on in the last project.

There are more big trees and not so much small stuff, and in that case it is so much slower work.

We saw the trees down, trim the limbs off and then saw the trees into about eight-foot lengths, and if the trees or logs are too big we make the cuts shorter, about six feet. We go to work with a team and sled. In some places, that is upon the hills, the snow is almost all gone, but the way we go through the woods the snow is packed and there is still good sleighing. Steve Silk, Leader.

Well Development At Alabama And Coughatta (Texas) Six wells have been dug to a depth of twenty or twenty-one feet each on the well development project. At this depth a form of quicksand is reached that cannot be penetrated by digging. According to the geologists, this layer of quicksand is variable in thickness. In one place it may be ten feet deep and a short distance away it may extend down one hundred feet or more. After trying several different procedures, Mr. Verity and I went to Houston and talked with some of the best authorities on wells in this section of the State and they could tell us nothing that can be done to combat the quicksand in

the dug wells. It will be necessary to drill with a rotary drill through the layer of quicksand into a water sand before a sufficient quantity of pure water can be secured.

The few wells the Indians now have contain surface water and we thought when the project started we could reach a supply of pure water by digging deeper. Since our efforts have been unsuccessful, the work reported as completed is in reality only preliminary work. J. E. Farley.

Work On Drift Fence At Fort Peck (Montana) The drift fence crew completed one mile of fence this week. In spite of the deep snow in the low places they have made good progress.

The grazing unit crews cleared off 30 acres this week, they are doing a nice clean job. One of the units that gets a spring run-off will produce several tons of hay. This was absolutely worthless before.

Our pile driving crew is getting a lot of good experience in operating a pile driver. When this job they are on is completed, we will have a first-class operating crew. All of our winter projects are running along nicely and making good progress. James McDonald, Sub-Foreman

Truck Trail Maintenance At Choc-taw-Chickasaw Sanatorium (Oklahoma) We have been able to do a very good job on truck trail maintenance work during the past week. Weather conditions have been very favorable for

this particular type of work and the boys have made a very nice showing.

We have considerable work yet to be done on our fire lanes, some work also on our Forest Stand Improvement and truck trails, and it is our intention to have these projects in the best possible condition just as soon as possible.

The boys are cooperating very nicely and putting forth every effort to do a good job on our I.E.C.W. projects. Dr. W. E. Van Cleave, Superintendent.

Report From Pierre School (South Dakota) The past week was a very successful one in the way of accomplishment on our jetty and pile driving. We also went down the river about 70 miles and placed a group of men at work in digging our trees for the erosion control. We brought in three truck loads of native cedar. We dig these cedars with a large ball of earth on each one and find that it is a good time to transport them while the dirt is frozen on and in this way roots are not exposed to the air and a greater portion of our cedars live.

We are enrolling quite a number of new men to help us press this work forward as rapidly as possible while our weather conditions are favorable. S. J. Wood.

Spring Development At Truxton Canon (Arizona) Red Springs is almost completed and the men are just waiting for the tanks to get here so they can set them in. They have the retaining walls cemented and also the foundation for which to set the tank on. The troughs will be poured this week.

The men are making fast progress on the protection fences under the supervision of Charles McGee. They completed one last week and are nearing completion on the New Mud Tank fence.

The goals for the new basket ball court and tennis court at Peach Springs are well under way and are expected to be completed in a few weeks. James L. Hendricks.

Safety Meeting At Osage (Oklahoma) I.E.C.W. at Osage has been temporarily halted because of heavy snows coming at the end of the week. Safety First meetings are being held on all the crews on the prevention of accidents and transportation of men to and from work. The new first aid class has grown to 35 members.

Fire Hazard Reduction In Timber Areas At Sisseton (South Dakota) The Little Minnesota Crew has been hauling the cord wood from the river bottom to higher land in order to save it from being washed away when flood waters come down. In order to do this, they had to dig through snow banks sometimes five feet high and a distance of over a half-mile. This crew has six single-handed men and two men with a team.

The Buffalo Lake Crew has continued cutting and hauling the cord wood away from the hazard areas. This crew consists of seven single-handed men and two men with teams. W. C. Smith.

Bridge Construction At Five Tribes (Oklahoma) We have our boys on Project 21 cut into five gangs; one gang quarrying out stone, one constructing culverts and bridges, one hauling stone, sand and other materials

for construction, one clearing and grubbing out the roadway, and one grading. By this we are able to keep things moving and we find that we can accomplish much more this way.

We are at work on one of the larger bridges this week and have the excavation for one side completed and are laying the footing stone. Two teams and the truck keep the stone masons with plenty of stone, sand and other material that they need. The boys at the quarry are getting out some very fine stone this week. The grader gang too has done some nice work. They have completed 1/4 mile of truck trail and in good shape too. B. C. Palmer.

Tree Surgery At Fort Totten (North Dakota) The tree trimming project has been accomplished this week with far greater success than was anticipated. Only one member of the crew of 12 had ever done any pruning and his experience was limited to a small orchard in Nebraska. 184 trees were trimmed, nearly all the down stuff was hauled, and work was started on the trees marked for removal. The crew was divided as follows: 2 painters, 1 cavity man, 1 ground man and 8 pruners. The pruners cut away stubs and dead, diseased, broken limbs. The painters painted the wounds and checked up generally on such work as had been missed. The cavity man chiseled out rotten and broken spots. The ground man picked up the down stuff and hauled it to the dump where it will be burned immediately. C. A. Huber, Trail Locator.

Telephone Line Construction At Crow Creek (South Dakota) The work for the week was mostly spent on

hauling telephone poles and equipment from Chamberlain to Lower Brule and the Big Bend Station. We completed the hauling of all poles. It looked like a big job to load the 60 and 55 footers but Superintendent Hyde gave us a good tip on how to load them. By using the hoists off the trucks, we loaded them without any heavy lifting.

The weather has been quite moderate. The trucks were all given a good washing up and received reser-icing and everything was made ready to start building the telephone line. Frank Knippling.

Completion Of Fence At Pima (Arizona) The Indians of the Maricopa Reservation have completed the 36½ miles of fence which entirely encloses them, offering protection from surrounding ranchers' cattle and also keeping their own cattle from straying. They are very much pleased with their fence and are instituting a system whereby the fence will be patrolled at regular intervals. Louis Morago, Clerk.

Completion Of Drift Fence At Mescalero (New Mexico) The end of the week saw the completion of the drift fence. Because of the many handicaps this project has caused, the crew was glad to see the fence completed. The past week offered ideal weather conditions. Joe Montoya.

Trail Work At Navajo (Arizona) Work was begun on the trail from Tuba City to Red Lake. This type of work enables E.C.W. to employ a large number of Navajo and Hopi Indians and the project is large enough to establish a permanent-type of camp for the enrollees to live in. Van H. Dyer, Jr. Clerk.

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